Education and Workforce Development Cabinet
2013 Summary Strategic Plan

(Per KRS 48.810 – Strategic Plan)
Revised 10-15-13

Cabinet/Agency

Cabinet Budget Number: 51   Cabinet Name: Education and Workforce Development Cabinet

Departments/Offices in the Cabinet/Agency

Mission

The Education and Workforce Development Cabinet is determined to provide life-long educational and workforce services to all Kentucky Citizens.

Vision

We seek to leverage the many resources available to us to provide seamless, efficient and accessible learning opportunities for all Kentuckians. We envision well-prepared citizens who are well qualified for successful employment and lifelong learning.

Values

•   Integrity -- We believe in operating with integrity in all our work. We conduct ourselves in a responsible, professional fashion, as outlined in the Code of Conduct of The Executive Branch Ethics Commission.
•   Teamwork – We believe in leveraging the abilities of our agencies and their employees through a collaborative approach to problem-solving, project development, and project implementation. Interaction and alignment of standards with other agencies is a vital part of everyone's job, while honoring and recognizing the independent statutory nature of agencies within the cabinet.
•   Accountability—We strive to be accountable and willing to align our decision-making with the responsibility of improving the educational achievement levels and workforce readiness for all Kentuckians. Accountability entails honoring commitments, and accepting responsibility for our actions and behavior.
•   Trust and Transparency—At the center of all our actions, there must be trust. We trust that others will do as they say and, in turn, we assure that we will live up to our commitments. To accomplish this we must also be transparent in the way we communicate with all others, providing timely, relevant and concisely accurate information.

Statement of Alignment with Governor Beshear's Strategic Themes

Governor Beshear's Administration is focused on six areas that are of significant importance to Kentuckians. These six areas are:

1. Attracting and growing jobs;
2. Balanced budget without raising taxes;
3. Clean and ethical government;
4. Quality education for all students;
5. Affordable and accessible health care;
6. Honoring our veterans.

The chart below shows the alignment between our Cabinet goals and the Governor's six key areas.

Goal	1	2	3	4	5	6
1. Utilize the statewide longitudinal data system to improve student learning, track key performance indicators and close achievement gaps	X		X	X		
2. Implement new strategies for high-quality teaching	X		X	X		
3. Promote access to quality library services…public use	X		X	X		
4. Maintain the national leadership position of KET	X		X	X	X	
5. Align education system to ensure life-long success	X		X	X		
6. Position Kentucky's workforce for global competition...align workforce development with economic development strategies	X		X	X	X	
7. Simplify the workforce development service delivery system	X		X			X
8. Improve service to achieve customer-centered delivery system	X		X			X
9. Provide employment opportunities and other outreach that support Kentucky veterans	X		X			X
10. Provide quality, individualized service to support people with disabilities to prepare for and obtain, retain employment.	X		X	X		

Statement of Alignment with the Agency's Budget Request

It is the Cabinet's philosophy to include senior management throughout the budgeting process. The Cabinet's team of managers is charged with developing a two-year financial plan that reflects each agency's explicit need for its services and collectively assists the Cabinet in accomplishing its mission. While each agency has a specific strategic plan to meet its own goals and initiatives, the agencies are tied in to the Cabinet's overall plan as outlined below. The focus of management has been to operate their programs as effectively and efficiently as possible without jeopardizing services to consumers or being out of compliance with federal or state statutes. As a result of this emphasis, the goals and priorities included in this document will be carried out within the budgetary parameters that have been developed through the budget process.

Any additional financial resources that become available that support or enhance specific aspects of this plan will be requested as a supplement to this plan pursuant to KRS Chapter 48.

Situation Analysis

KRS 151B.020, effective June 25, 2013 creates the Education and Workforce Development Cabinet and its major organizational units. The following agencies comprise the Education and Workforce Development Cabinet:

· Department of Education
· Kentucky Commission on Proprietary Education
· Governor's Scholars Program
· General Administration and Program Support
· Kentucky Educational Television (KET)
· Kentucky Commission on the Deaf and Hard of Hearing
· Education Professional Standards Board
· Kentucky Center for School Safety
· Environmental Education Council
· Kentucky Center for Education and Workforce Statistics
· Kentucky Department for Libraries and Archives
· Department of Workforce Investment
· Unemployment Insurance Commission
· Kentucky Workforce Investment Board
· Early Childhood Advisory Council
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Measurable Goals

51.1   Utilize the statewide longitudinal data system to improve student learning, track key performance indicators and close achievement gaps

51.2   Implement new strategies for high-quality teaching

51.3   Promote access to quality library services and information resources and ensure adequate documentation of government programs is created, maintained and available for public use

51.4   Maintain the national leadership position of Kentucky Educational Television through education, community relations, programming/production, technical/engineering, financial resources and human resources

51.5   Align the education system to ensure life-long success

51.6   Position Kentucky's workforce for global competition, aligning the Commonwealth's workforce development system with economic development strategies

51.7   Simplify the workforce development service delivery system

51.8   Improve service to achieve a customer-centered delivery system

51.9   Provide employment opportunities and other outreach that support Kentucky veterans

51.10 Provide quality services to support people with disabilities to prepare for and obtain, retain employment.

Specific Objectives for Each Goal

51.1.1 Utilize the Kentucky Center for Education and Workforce Statistics (KCEWS) longitudinal data system to identify data sources, availability and define the metrics for calculating key performance indicators to enhance workforce competitiveness

51.1.2 Develop a web-based interactive dashboard allowing people who are involved in these issues at all levels to access information about progress toward goals

51.1.3 Create a high-degree of collaboration among all educational entities across the data spectrum that delivers a seamless view of the educational landscape in Kentucky to improve student academic achievement and close achievement gaps

51.2.1 Teachers need and deserve multiple career pathways to be exposed to other teaching, leading and administrative opportunities

51.2.2 Educator's compensation should move toward comparable levels of the surrounding states

51.2.3. Create a system to facilitate the teacher accreditation process, review programs and continuous assessment materials in a more efficient manner.

51.3.1 Provide effective services that meet and exceed the needs of library and public records customers

51.3.2 Build broad, effective partnerships with organizations and public agencies for enhanced management of and access to information and services

51.3.3 Improve efficiencies in agency operations; improve employee job satisfaction, focusing on retention of high-potential employees

51.4.1 Continue KET's educational outreach with special focus on digital delivery to schools, offering Kentucky's education system a complete suite of digital content for all agencies in all content areas

51.4.2 Continue to provide the best in local and national programs which educate, enlighten and improve the quality of life for all Kentuckians.

51.4.3 Expand KET's involvement in health programming to include not just early childhood development or healthy eating habits, but an understanding of health's role in our state's future

51.5.1. See Kentucky's education system in totality, a seamless pathway from pre-school to workforce/employment

51.5.2 Create partnerships and linkages encouraging parental and community involvement

51.5.3 Establish the concept of life-long learning as a norm in the 21st century

51.6.1 Provide business and industry with an alternative means of developing a skilled workforce by combining education and training with on-the-job experience

51.6.2 Promote educational options, including technical education, two-year and four-year college, apprenticeships other learn and earn options, and specialty training to younger students

51.6.3 Increase opportunities for entrepreneurship in a culture of innovation

51.7.1 Support a workforce system that values quality customer service, provides user-friendly tools; engages in consistent case management and a standard menu of services

51.7.2 Increase the awareness and use of online job matching and training services

51.7.3 Increase communication among all service delivery points

51.8.1 Increase awareness within the system that "clients" of the workforce system include those with jobs to fill as well as those seeking a job

51.8.2 Provide customer service training to all service delivery staff

51.8.3 Develop benchmarks and base-line standards for consistency within the system

51.9.1 Partner with other agencies to bring together expertise and resources to assist veterans in their employment goals

51.9.2 Provide better access to training and education opportunities for veterans, including state and national job banks and job fairs

51.9.3 Incentivize employers to hire veterans

51.10.1 Support the kind of workplace that can effectively leverage the skills of disabled workers

51.10.2 Encourage a philosophy of hiring without limits

51.10.3 Emphasize the benefits that inure to both the employer and employee through increased access to a diverse pool of new workers

Performance Indicators for Each Objective

51.1.1.1   Database allows information to be shared among agencies
51.1.2.1   Computer technology is up-to-date, and software is in a user-friendly format
51.1.3.1   Resource personnel are strategically placed across the three principle education agencies to support the Kentucky Longitudinal Data System

51.2.1.1	Establish a statewide mentoring program for teachers that expose teachers to all opportunities available within the Kentucky school systems
51.2.2.1	Advocate for increased funding for educator compensation
51.2.3.1	A Professional Development program is established which benefits educators
51.3.1.1	Employees are knowledgeable about the services the state library and the state archives and public records management provide and can assist patrons and customers with their needs
51.3.2.1	Partnerships with organizations and public agencies yield various program enhancements as well as increased public awareness of information services, technical support and availability of consulting services and program assistance
51.3.3.1	Teamwork and other strategies identify critical areas whereupon improvements can be made in the areas of employee satisfaction, management policies and organizational operations
51.4.1.1	Partner with public schools, colleges and universities, adult learning centers, government agencies, public libraries and a multitude of other entities to deliver needed programs
51.4.2.1	Continue delivering adult education programs which develop skills to help Kentuckians secure employment
51.4.3.1	Continue to produce innovative and relevant programs that give citizens access to in-depth information and to cultural and educational opportunities
51.5.1.1	Increase mentoring partnerships with business and industry so that students can more clearly see the link between education and employment
51.5.2.1	Partnerships are developed that encourage parental and community involvement
51.5.3.1	Ensure that communities are aware of all learning opportunities and are supported and enabled to make informed choices
51.6.1.1	Statewide and regional industry sector strategies are developed by state and regional, employer-driven partnerships of industry, education and training and other stakeholders that focus on needs of key industries, such as health care
51.6.2.1	Adopt a career pathways framework that aligns educational policy and practice to support it
51.6.3.1	Create the Economic Development Academy based on the concept that results, and not programs or agencies, are the focus of the workforce system through communication and interaction with business and industry
51.7.1.1	A single point of entry is established for both employer and employee customer groups
51.7.2.1	The workforce development online service is revamped by improving and expanding web-based tools and services, creating one identity and design scheme
51.7.3.1	Website and links are simple, uniform and based on user needs
51.8.1.1	High level of customer service is maintained and evaluation methods and consumer feedback developed
51.8.2.1	Training programs are developed that provide staff with the knowledge and confidence needed to perform all aspects of their jobs and to have an understanding of the workforce system
51.8.3.1	A framework is developed to evaluate the implementation progress and the success or failure of programs after implementation
51.9.1.1.	Percentage of veteran employment increased
51.9.2.1	Training and other support provided to Local Veteran Employment Representation Program staff so they have the tools needed to advocate on behalf of veterans

51.9.3.1   Collaboration with other state agencies on veteran's initiatives is established to monitor equalities in order that the needs of all are met
51.10.1.1   Consider the barriers and the overall needs of the participants in obtaining employment and living more independently
51.10.2.1   Recognize the importance of access to assistive technology as an employment support to advance employment outcomes for people with disabilities
51.10.3.1   Encourage flexible workplace practices that promote positive employment outcomes for people with disabilities